

UDK: 005.915:005.35
005.7:502.131.1

Scientific Review Article

POSLOVNA EKONOMIJA
BUSINESS ECONOMICS
Godina XIX
Broj 1
Str: 45 – 59
DOI: 10.5937/poseko27-60347

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PRESSURES ON THE COMPLIANCE FUNCTION IN MODERN BUSINESS

ABSTRACT: The modern business environment is marked by increasing complexity in regulatory requirements, the strengthening of ESG criteria, and accelerated digitalization — all of which create new and multifaceted pressures on the compliance function. This paper explores how organizations can respond to the challenges of contemporary due diligence, particularly with regard to risk management, supply chain integrity, and the ethical use of emerging technologies. Instruments such as the OECD Competition Compliance Programs, *Compliance Without Borders Handbook*, and *Business Principles for Countering Bribery* are analyzed, highlighting the need for a comprehensive compliance approach grounded in strategic relevance, ongoing employee education, and a strong culture of integrity. Special attention is given to proactive analytics, data protection, and mechanisms for identifying and reporting misconduct, as well as to the importance of designing compliance systems proportionately.

This paper brings together insights and practices from various sources and offers recommendations for strengthening organizational resilience through the full engagement of available resources, public–private sector partnerships, and strong support for open communication. It concludes that the compliance function must evolve from a traditional control role to a proactive one. We argue that compliance should be regarded as a strategic

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tool for managing regulatory, ethical, and reputational risks — a key component of sustainable business operations.

It is important to note that in the modern approach to the compliance function, financial due diligence is increasingly becoming an indispensable tool. Its role goes beyond conventional financial checks and is evolving into a continuous instrument for monitoring and assessing risk, particularly through the analysis of liquidity, solvency, profitability, and capital structure. The classification and interpretation of financial indicators, as systematized by Vidaković, enable the integration of a company's financial health into the broader compliance framework, strengthen the strategic role of the function, and affirm the need for compliance to operate not only as a control mechanism but also as an advisory partner to management teams.

Key words: compliance, due diligence, ESG, risk, integrity, management, digitalization, anti-corruption.

INTRODUCTION

The modern business environment is characterized by its dynamism, driven not only by the rapid development of markets, but also by the continuous evolution of regulatory frameworks, the growing pressures from stakeholders, and constant technological innovation. As the Institute of Internal Auditors observes: “Organizations are human undertakings operating in an increasingly uncertain, complex, interconnected, and volatile world.” (The Institute of Internal Auditors, 2020). Business operations are no longer confined within national borders or governed solely by domestic regulations. Companies are increasingly subject to the scrutiny of international institutions, which impose binding standards, with the preservation of business integrity emerging as a critical imperative.

In today's business context, the compliance function is no longer merely a formality or a checkbox for meeting minimum regulatory requirements. Compliance now stands as one of the core pillars of long-term business sustainability — and, in many cases, a prerequisite for a company's survival in competitive markets. As emphasized by the OECD *Competition Compliance Programs* (2021), organizations are expected to build forward-looking compliance systems tailored to their specific risks — systems capable of identifying and responding promptly to various forms of unethical or unlawful conduct.

It is particularly important to highlight the focus of Chapter 10 of the e-handbook *The New Era of Due Diligence*, which underscores that the compliance function is under unprecedented pressure. These pressures originate from multiple directions. On one hand, there are expanded expectations related to ESG factors. Companies are not only expected to operate legally, but also to contribute to environmental preservation, uphold human rights, and demonstrate a commitment to the communities in which they operate.

The concept of due diligence has significantly broadened to include the financial aspects of operations. However, financial due diligence is no longer limited to reviewing financial statements — it now entails ongoing monitoring of partners' financial capabilities through detailed analysis of performance indicators, creditworthiness, and capital structure. This approach empowers the compliance function to identify potential vulnerabilities proactively.

The development of advanced technologies — especially artificial intelligence and a variety of digital tools for data summarization — brings numerous benefits, but also introduces new forms of risk and opportunities for misconduct.

The compliance function must be grounded in top management's commitment and a culture of integrity throughout all levels of the organization. Compliance with anti-corruption regulations must not be confined to a single department, but rather should reflect a company-wide strategy actively promoted and supported from the top.

For all these reasons, due diligence is no longer a one-time process carried out prior to an acquisition, sale, or merger. It must now be viewed as a set of ongoing activities embedded in overall business operations. Financial due diligence, through standardized models for assessing financial position and creditworthiness, offers additional tools for detecting early signs of financial, reputational, and regulatory risks.

REGULATORY AND ANTI-CORRUPTION FRAMEWORK

Modern regulatory initiatives, such as the EU Corporate Sustainability Due Diligence Directive (CSDDD), introduce additional obligations for companies to identify and address risks throughout their entire value chain — including risks related to human rights and environmental protection. This significantly expands the scope of due diligence beyond traditional financial and legal checks, transforming it into a tool for comprehensive risk management within the context of sustainability.

The U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act globally impose high standards for the prevention of bribery of foreign public officials. These acts have extraterritorial reach and often serve as a basis for regulatory action by authorities in other jurisdictions. In practice, the absence of a well-integrated compliance system can make a company more vulnerable to reputational damage and expose it to multi-million-dollar fines and penalties. As Eremić Đodić and collaborators emphasize, “Internal controls provide significant protection for the company, but they can be compromised if their weaknesses are exposed.” (Eremić Đodić et al 2017, p. 228)

Monitoring the financial position of partners — through assessments of solvency, liquidity, profitability, and creditworthiness — is a key element in preventing fraud, abuse, and long-term financial instability, all of which can lead to reputational and regulatory consequences. Financial due diligence thus serves as a complement to traditional legal and corporate checks, offering deeper insight into the financial health of business entities and providing a stronger basis for decisions related to partnerships, investments, or acquisitions. As Eremić Đodić and collaborators note precisely, “Whistleblowing, internal control, and internal audit are the best methods for detecting criminal activity.” (Eremić Đodić et al 2017, p. 228) This approach is particularly relevant in the context of the CSDDD directive, which requires companies to conduct ongoing assessments not only of the legal compliance but also of the financial sustainability of their suppliers across the entire value chain. As the European Bank for Reconstruction and Development notes: “There is growing momentum among governments around the world to require companies to undertake due diligence and report on sustainability in their supply chains.” (EBRD 2024, p. 1)

The compliance function must cover the full spectrum — from risk assessment, through education and monitoring, to the response to irregularities. The key lies in ensuring that the program is tailored to the company’s specific risks, flexible, and open to continuous improvement. A zero-tolerance policy toward bribery must be clearly communicated and reinforced from the top of the organization.

Additionally, it is important to understand the principle of proportionality: a compliance program does not need to be as complex in a small company as in a multinational corporation, but it must be sufficiently robust to address all relevant risks specific to the company’s sector and the market in which it operates. As the FATF guidance notes: “Implemented properly, a risk-based approach is more responsive, less burdensome, and delegates more decisions to the people best-placed to make them.” (Financial Action Task Force 2021, p.5)

PRESSURES ON THE COMPLIANCE FUNCTION

The compliance function today faces increasingly complex and multifaceted pressures. These pressures stem not only from tightening regulatory frameworks, but also from shifting societal expectations, accelerated digitalization, and the deepening interconnectedness of global markets. While compliance was previously focused primarily on fulfilling legal requirements and formally documenting processes, current trends demand a far more proactive and strategic approach.

According to Chapter 10 of the *The New Era of Due Diligence* e-handbook, the compliance function is now expected to rapidly integrate new technologies, actively advise senior leadership, and promote socially responsible business conduct. It states: “The asks on them now include: Reviewing a much broader range of sources to capture ESG risk...” (LexisNexis, 2023 p.19)

These expectations are further reinforced by documents such as the OECD *Competition Compliance Programs*: “The compliance programme should be characterised by a drive for continuous improvement...” (OECD, 2021). and the *Compliance Without Borders Handbook*: “The Peer-Learning Plan creates a platform for articulating shared goals and making expectations transparent...” (OECD, 2023). which emphasize that compliance must evolve beyond the role of a “watchdog” and become a full-fledged partner in business development and innovation. In practice, this means that the compliance function is tasked with using advanced analytical tools, responding more rapidly to new regulatory demands, and advising management in real time.

One of the most prominent new pressures is the rising expectation for companies to be proactive participants in protecting the environment, human rights, and social welfare. As UNODC points out: “Business integrity in transactions and business practices is key in ensuring integrity in international investment projects. Companies with an excellent proven record of compliance and integrity may have a stronger likelihood of winning tenders in international investment projects and obtaining financial support from public or private financial institutions.” (United Nations Office on Drugs and Crime, 2023, p. 16). The ESG concept has evolved from a voluntary initiative into a binding regulatory requirement, as evidenced by instruments such as the EU Corporate Sustainability Due Diligence Directive (CSDDD) and various national regulations mandating thorough risk assessment across value chains.

The fight against corruption and ESG standards are not separate realms — they are deeply interconnected through the principles of good governance and accountability. As *Transparency International* states: “Transparency International believes that integrity is good for business and we hope that the Business Principles will continue to be a reference for enterprises as they strive

to develop stronger and more effective anti-bribery programmes, resulting in a higher and more uniform standard of practice worldwide.” (Transparency International, 2013). The concept of financial analysis as part of a comprehensive due diligence framework can offer additional support — for example, using financial indicators to assess the economic viability of suppliers and identify those whose financial distress may signal potential ESG failures or even corrupt practices. As the Basel Institute on Governance emphasizes: “Collective Action aims to level the playing field through sustained engagement and concrete actions.” (Basel Institute on Governance, 2025, p.5)

Globalization has led to supply chains that include hundreds — sometimes thousands — of business partners across different jurisdictions, each with its own legal and ethical standards. As a result, the risks they carry — from corruption and environmental incidents to labor rights violations — are no longer peripheral, but directly impact the lead company.

There is a growing need for compliance teams to adopt a proactive approach through continuous due diligence — involving ongoing information gathering, established procedures, and the use of modern software tools that enable real-time monitoring of reputational indicators as they emerge.

In this context, the integration of financial aspects of due diligence — as described by Vidaković — becomes particularly relevant: “In the process of financial due diligence, special attention should be given to the following two main strategies of accounting manipulation: the strategy of overstating current-period earnings (by inflating revenues and/or underreporting expenses) to appear more attractive to investors and creditors; and the strategy of understating current-period earnings (by deflating revenues and/or inflating expenses) with the aim of deferring profit to future periods and presenting current financial results as worse than they really are.” (Vidaković, 2007, p. 27) Such integration can strengthen the capacity to assess complex supply chains. Periodic ratio analysis, creditworthiness assessments, and monitoring key financial indicators of partners enable early identification of risks — before they escalate into serious issues for the parent company. This is especially important in sectors where contracts involve numerous suppliers across various countries, increasing the likelihood of unforeseen financial or reputational shocks.

This approach requires significant resources — both in terms of skilled personnel and budgets for advanced IT systems. Furthermore, management is often unaware of how complex and dynamic supply chain risk has become, placing additional pressure on compliance departments to continuously educate and inform decision-makers.

RISK MANAGEMENT – RISK ANTICIPATION

Risk management today requires continuous and dynamic assessment of all potential threat sources — not only to identify risks, but also to anticipate them before they escalate and jeopardize business operations.

The *OECD Competition Compliance Programs* clearly emphasize that risk assessment must be the foundation of any successful compliance system. This means that companies must map out reputational risks, financial risks in terms of fines and potentially lost contracts, as well as regulatory risks stemming from new legal requirements. As the document states: “A firm should regularly identify and assess its compliance risks, in particular when entering new markets or hiring for key staff.” (OECD, 2021)

Risk management is not an activity performed once a year, but a process that must be integrated into regular decision-making. It involves evaluating risk probabilities, identifying warning signs such as unusual financial flows, and continuously collecting information from multiple relevant sources — including media monitoring and internal reports.

In this context, financial due diligence is a valuable addition to compliance methodology, as it enables the systematic evaluation of a partner’s financial standing and the identification of hidden risks that could threaten business operations. The application of ratio analysis — such as liquidity, debt, and profitability indicators — provides the compliance function with a powerful tool to anticipate potential weaknesses through quantifiable metrics, thereby improving risk foresight.

It is essential to build capacities for anticipation — the compliance function should not remain a passive observer, but must become an active advisor to management. This highlights the importance of advanced analytics and predictive models that can identify early warning signs of fraud, conflicts of interest, or corrupt practices. This is precisely where Vidaković’s concept of financial due diligence proves valuable — ratio indicators allow for continuous monitoring of a partner’s financial health, reducing the likelihood of sudden financial collapses that could have reputational or regulatory consequences. As the World Bank underscores: “Detecting fraud and corruption requires proper guidance and training for auditors. Detecting corruption is neither easy... The more auditors know about what perpetrators are likely to do, the better are their chances of finding the red flags associated with potential fraud and corruption. With good understanding of fraud and corruption schemes and professional skepticism, auditors can distinguish anomalies or potential red flags from regularity.” (World Bank Group 2020, p. 306)

Risk management must also rely on a robust third-party assessment mechanism, as a significant portion of risk is transmitted through business

partners and suppliers. As Transparency International warns: “The insufficient disclosure of lobbying activities — due to the absence of lobbying regulations, legal loopholes, or inadequate enforcement — can facilitate influence peddling that runs counter to international standards or shareholder interests.” (Transparency International 2024, p.22) Particularly important is the obligation of ongoing supplier monitoring — including integrity evaluations, tracking of reputational risks, ownership verification, and assessment of political connections.

Given the complexity of global supply chains, third-party due diligence can no longer be limited to initial checks during contract signing — it must become a continuous, periodic activity. As Directive (EU) 2024/1760 stipulates: “Member States shall ensure that companies carry out periodic assessments of their own operations and measures, those of their subsidiaries and, where related to the chain of activities of the company, those of their business partners...” (European Union 2024, p.40)

ORGANIZATION AND RESOURCES OF THE COMPLIANCE FUNCTION

The effectiveness of the compliance function largely depends on how it is organized, its position within the company hierarchy, and the resources available to it. Modern demands show that compliance can no longer be an isolated or marginalized department — it must play a truly strategic role and enjoy visible support from top management.

A prerequisite for an effective compliance system is positioning the function high enough within the decision-making structure to ensure genuine independence and authority to conduct oversight, investigate irregularities, and advise management without fear of conflicts of interest. Ideally, the head of compliance should report directly to the executive board or the audit committee, rather than only to operational management. This ensures the space for independent action and the freedom to make professional judgments. As ESMA stresses: “The proposed guidelines should also facilitate competent authorities’ efforts to improve the overall compliance with MiFID requirements...” (European Securities and Markets Authority 2022, p.9)

Collective action and peer-learning programs are of particular importance, enabling smaller or resource-constrained entities to strengthen their capacities without large investments by leveraging the experiences and knowledge of other organizations. This approach is especially valuable for state-owned enterprises and organizations in transition, where there is pressure to quickly establish high integrity standards despite limited financial resources.

Financial literacy — particularly knowledge of financial indicators and analyses (ratio indicators, credit ratings) — holds significant value, as it allows for better risk assessment of partners or projects. Experts with such knowledge can identify potential financial weaknesses in third parties, significantly enhancing the overall quality of the due diligence process and, by extension, the stability of the compliance function.

Modern compliance programs are increasingly relying on digital solutions: software tools for third-party monitoring, real-time transaction monitoring, whistleblowing platforms, and even AI-driven predictive analytics systems. Technology can greatly enhance the capacity of the compliance function, but it must be carefully managed due to risks that accompany digitalization — including data protection and cybersecurity.

Neither the best structure nor the most advanced tools can substitute for a lack of genuine commitment from top management. Integrity must come “from the top.” This means that senior leaders must actively promote and support compliance initiatives, participate in training, and communicate the importance of ethics and compliance at all levels of the organization.

Without such personal example, the compliance function may be perceived as a formality or a burden, which significantly diminishes its impact and effectiveness. OECD documents repeatedly emphasize that the “tone from the top” is one of the most critical factors for a successful compliance program. As stated in an OECD publication: “Genuine compliance programmes could prevent new cartels from forming, and that misconduct by a few should not discredit an otherwise effective programme.” (OECD, 2021, p.9)

In this sense, as Vidaković points out regarding financial due diligence, the quality of managerial decision-making depends on reliable information and timely analysis of indicators — and the same applies to compliance: leadership must have clear, trustworthy, and timely reports in order to meaningfully support compliance initiatives.

TECHNOLOGICAL CHALLENGES

Modern compliance systems are inevitably shaped by accelerated digitalization, which brings immense opportunities for enhancing oversight, control, and prevention, but at the same time introduces new and complex risks. As such, it has a dual nature: on the one hand, digital transformation enables more efficient and faster compliance processes, while on the other, it increases organizational exposure to various threats — including manipulation, cyberattacks, and errors in data interpretation.

Experience from the field of financial due diligence shows that technological tools, if not properly integrated, can lead to inaccurate conclusions — especially in assessing a partner’s financial stability or identifying potential risks. This makes it essential that the digital transformation of the compliance function be accompanied by the development of internal knowledge and employee skills, as well as the continuous evaluation of the limitations of algorithmic solutions.

Managing large volumes of data today is nearly impossible without automation. Software tools for due diligence, real-time transaction monitoring, and advanced platforms for assessing reputational risks are becoming indispensable instruments of modern compliance. The introduction of predictive algorithms — capable of identifying suspicious behavior patterns far earlier than a human could — is a key advancement.

However, the digitalization of the compliance function inevitably introduces cybersecurity and data protection risks. Information collected during the due diligence process — such as ownership structure, sanctions history, political affiliations, or financial results — is highly sensitive and may become a target for cyberattacks.

The implementation of strong security protocols, data encryption, and access controls is essential — a similar approach is recommended in financial due diligence, where the processing of confidential financial indicators (e.g., debt ratios or profitability metrics) is crucial for decision-making. As the UK Financial Conduct Authority emphasizes: “It is also important that firms regularly review their claims and any evidence that supports them, to ensure the evidence is still relevant... Firms should also ensure that their claims remain compliant with the anti-greenwashing rule on an ongoing basis.” (UK Financial Conduct Authority, 2024, p.8). Compliance with GDPR and similar regulations requires that all such data be processed lawfully, fairly, and transparently — otherwise, serious reputational and regulatory consequences may follow.

RECOMMENDATIONS FOR PRACTICE

The literature on which this paper is based — primarily the *OECD Competition Compliance Programmes*, the *Compliance Without Borders Handbook*, and Transparency International’s *Business Principles for Countering Bribery* — offers a range of concrete recommendations that can serve as a reliable foundation for further development. In this context, it is important to add that the methodology of financial due diligence, as analyzed through Vidaković’s chapters, provides practical tools for assessing financial

sustainability, solvency, and creditworthiness, which can be applied as an integral part of a broader compliance framework.

The first step is to recognize that compliance can no longer be perceived as a “cost” or merely an administrative function, but rather as a strategic resource that contributes to a company’s long-term success. The compliance function should be fully integrated into strategic planning, with its leader having direct communication with the board of directors and participating in all key business decisions where integrity or reputation is at risk.

Financial due diligence can be a highly practical tool in this regard, as the classification and analysis of financial indicators allow for a more objective assessment of the risks associated with strategic decisions. In doing so, compliance is positioned as a credible partner to management and provides a basis for informed and sustainable business decisions.

Risk assessment must be dynamic, continuous, and thorough. The introduction of tools for ongoing risk monitoring, along with regular employee education on emerging threats, is essential. The use of scenario analyses, stress testing, and predictive algorithms can help organizations go beyond being merely reactive — enabling them to detect potential problems in advance and prepare an appropriate response.

Ratio analysis and efficiency indicators can serve as valuable complements — since quantitative indicators of profitability, liquidity, or financial stability provide an additional layer of preventive evaluation for partners and contracts, which is crucial for forecasting and managing risks in complex business arrangements.

Collective learning, as well as collaboration with other organizations through peer-learning projects, can significantly increase capacity — particularly in resource-constrained environments. Similarly, transferring knowledge from financial due diligence — through concrete examples of how to analyze solvency indicators or over-indebtedness risks — can serve as a basis for internal compliance team training, strengthening the ability to respond in a timely and informed manner.

Strategic investment in digital solutions is recommended, but with clearly defined rules for the ethical use of technology. Mandatory impact assessments prior to the deployment of new technologies, transparent communication about data collection and processing methods, and the integration of control mechanisms to prevent discrimination, abuse, or excessive automation are essential.

Additionally, companies should have well-developed cybersecurity plans, including rapid incident response procedures and the protection of sensitive data.

Especially in complex international environments, no company can address all risks alone. It is crucial to promote the concept of collective action, partnerships with the public sector, and collaboration among companies to raise overall integrity standards. As the World Economic Forum stresses: “No organization can achieve this on its own, but even if it could, it would not have the desired scale and impact. That is why collective action is required.” (World Economic Forum, 2020, p.9)

CONCLUSION

The analysis of contemporary trends and regulatory requirements clearly confirms that compliance has evolved from an administrative obligation into one of the key strategic pillars of successful business operations. Chapter 10 of the *The New Era of Due Diligence* e-handbook draws specific attention to the growing pressures on the compliance function — from the expansion of ESG requirements, to more complex supply chains, and the challenges posed by digitalization and automation.

In this context, financial due diligence reaffirms that the evaluation of financial indicators (profitability, liquidity, creditworthiness) remains an irreplaceable component in assessing overall business sustainability and risk management. This further strengthens the compliance function, as integrating these tools supports better risk forecasting, early detection of irregularities, and protection of creditors and investors. These elements demonstrate that due diligence must be a continuous, dynamic process — which is especially important in today’s increasingly complex global business structures. As IOSCO highlights: “The recommendations also suggest that users of ESG ratings and data products could consider conducting due diligence on the ESG ratings and data products that they use within their internal processes.” (International Organization of Securities Commissions, 2021, p.2)

The modern business environment requires compliance teams to be far more than guardians of procedures; they are expected to proactively anticipate risks, advise leadership on reputational consequences, and become an integral part of strategic decision-making. This brings forth a central challenge: how to balance growing regulatory expectations with the limited resources compliance departments realistically have at their disposal.

The documents used as the foundation for this paper — the *OECD Competition Compliance Programmes*, the *Compliance Without Borders Handbook*, and *Business Principles for Countering Bribery* by Transparency International — clearly emphasize that only a comprehensive approach can ensure the long-term resilience of an organization. This approach entails a strategic positioning of the compliance function, capacity-building through

education and technology, a culture of integrity, openness to whistleblowing, and the active application of financial due diligence as a tool for verifying business stability and transparency.

In an era of rapid change, geopolitical risks, and increasing demand for corporate accountability, compliance is no longer just a tool for avoiding penalties. It has, in fact, become a symbol of trust between a company and its stakeholders — including clients, employees, regulators, investors, and the wider community. Trust is the most valuable currency in modern business, and a robust compliance program is its strongest guarantee. As the European Banking Authority underlines: “A common understanding, which is applied consistently and enforced as necessary, is key to strengthening the EU’s AML/CFT defences.” (European Banking Authority, 2022, p.3)

Therefore, the recommendations outlined in this paper should be viewed as a foundation for continuous development. Compliance is a process that never truly ends — it must constantly adapt to changing environments and market demands. Only such a living, integrated approach — one that includes reliable due diligence procedures covering both financial and non-financial aspects — can enable organizations to maintain competitiveness, reputation, and stability in the modern and future business landscape.

REZIME

PRITISCI NA FUNKCIJU USKLAĐENOSTI U SAVREMENOM POSLOVANJU

Savremeno poslovno okruženje karakteriše rastuća složenost regulatornih zahtjeva, jačanje ESG kriterijuma i ubrzana digitalizacija, što predstavlja nove i višeslojne pritiske na funkciju compliance-a. Rad istražuje kako organizacije mogu odgovoriti na izazove savremenog due diligence-a, posebno imajući u vidu upravljanja rizicima, integriteta lanaca snabdijevanja i etičke upotrebe novih tehnologija. Instrumenti kao što su OECD Competition Compliance Programmes, Compliance Without Borders Handbook i Business Principles for Countering Bribery, su analizirani i ističu potrebu za sveobuhvatnim pristupom usklađenosti zasnovanom na strateškoj ulozi, kontinuiranoj edukaciji zaposlenih i izraženoj kulturi integriteta. Posebna pažnja posvećena je analitici koja je proaktivna, zaštiti podataka i mehanizmima za otkrivanje i prijavljivanje nepravilnosti, kao i važnosti proporcionalnosti u dizajnu compliance sistema.

Ovaj rad, objedinjuje razmišljanja i prakse iz više izvora i daje preporuke za unapređenje otpornosti organizacija kroz sveukupno angažovanje raspoloživih resursa, partnerstva između javnog i privatnog sektora i snažno podržava otvorenu komunikaciju. Zaključuje se da compliance funkcija mora

preći put od klasične kontrole ka proaktivnom. Stanovišta sam da se na compliance mora gledati kao na strateški alat pri upravljanju regulatornim, etičkim, reputacionim rizicima, u smislu važnog činioca održivog poslovanja. Važno je napomenuti da u savremenom pristupu compliance funkciji, finansijski due diligence sve više zauzima nezaobilazan alat. Uloga due diligence nadilazi ustaljenu finansijsku provjeru i sve više postaje stalni instrument praćenja i sagledavanja rizika, posebno kroz analizu likvidnosti, solventnosti, profitabilnosti i strukture kapitala. Klasifikacija i interpretacija finansijskih pokazatelja, kako ih sistematizuje Vidaković, omogućava integrisanje finansijskog zdravlja kompanije u širi compliance okvir, doprinosi strateškoj ulozi ove funkcije i potvrđuje potrebu da compliance djeluje ne samo kao kontrolni, već i kao savjetodavni mehanizam menadžmentu.

Ključne riječi: compliance, due diligence, ESG, rizik, integritet, upravljanje, digitalizacija, antikorupcija.

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Ovaj rad je primljen **04.06.2025**, a na sastanku redakcije časopisa prihvaćen za štampu **01.07.2025**. godine.